Evidence Portfolio

Name of Writer

Affiliations

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| **Steps** | **Change of attitude sought (Goal)** | **To Whom (position/name)** | **Context (where, when, how)**  **e.g. Informal, over coffee)** | **What will you say** | **Response you Got** | **Shift in Values sought/attained** |
| 1 | Realizing Employees basic moral rights | Plant Manager | Informal Chat over Mid-Morning tea | Alex, I have observed that the workers are put to extra work even after the ends of their shifts which is against basic labour rights. | Sarah. I am also well aware of the situation and understands and feel that it is not ethical but the market demands have forced us to do this. | Trying to Realize the manager the importance of labour ethics |
| 2 | Considering Legal rights under Countries labour law on overtime pay | Plant Manager | Continuing the same chat | But Alex, Not only it is morally inappropriate but also illegal. Our idea to generate extra revenue can cost us lose revenue as well if any former employee or competitor ended up filing a lawsuit against us. | Yes I know we can face these issue but to stay competitive we have to do this but if you insist both of us will call a board meeting or tell the CEO directly in an informal way | Attempt to realize the legal consequences of this act. |
| 3 | Recognizing the strength of Media | Plant Manager | Continuing the same Conversation | Thank you, Alex, For realizing that. Not only legal action can be taken against us but any leakage to the social media or mainstream media can harm the company's image and trust among customers. | Sarah, You are right we should discuss this matter with the CEO as soon as possible. In fact I am going to contact him right away if a meeting can be possible today or not. | Perusing in Realizing the power of media |
| 4 | Change in attitude towards employees | CEO | Formal Meeting After Lunch | Hello, sir, we have come here to discuss the issue regarding the extra working hours of the employees and hope that you will realize the seriousness of the problem and give us your time about it. | I was expecting to hear that after Alex told me that you want to discuss the issue of employees working more than 8 hours without extra pay. | Trying to realize the seriousness of the matter |
| 5 | Realizing the physical effects of working extra hours | CEO | Continuing the same Conversation | Sir, as I was saying that the effects of working extra hours without payments have negative effects rather than positive. It affects the physical and mental conditions of employees and as a result, they cannot focus as much as they want to and it reduces the efficiency of work and quality of our product. As I previously worked in an engineering position, I can assure you that a minor mistake in points while taking measurement can hugely affect the result of the finished product | Look, Sarah, you have got a point but we have many workers here and we give them good salaries already. To compete in the market and make yourself known to others you have to produce at the level of your competitors. We don't have a choice. | Attempt to apprehend that the workers are human and not machines. They have certain Physical Limitations. |

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| 6 | Impacts on new arrivals | CEO | Continuing the same conversation | Sir, my other point is that it will also affect the new coming employees. If they find out that the working conditions are bad and they can get better pay and better work-life at any other place then they will not join us and go to our competitor. That may well leave us with the quality of workers that are not good enough and are the second choice. | Sarah, I appreciate your concerns regarding this matter and I know your sincerity but through our income, we are able to pay the expenses and salaries. And with the market changing ever so rapidly we cannot take further risks. | Realizing that the actual investment is the company's employees and materialistic investment comes later |
| 7 | Long term Planning | CEO | Continuation of the same Conversation | Sir, I discussed it with Alex as well that legal issues and media reports, the effect of this will be long term. We might get good revenue in the short term but it will harm our progress in the long term. Instead of getting ahead of our competitors on merit we may get a lawsuit and a ban from the courts. This may as well result in the permanent dissolution of the company. | Sarah, I had this in my mind but I never thought about such extreme possibilities and outcomes. We will try to reduce the working hours of our employees as much as possible, but I cannot promise absolute termination of this rule. The first and foremost priority for us is our revenue, other things come later. We will try to achieve our targets in the specified 8 hours of working time. | Realizing the importance of long-term planning and man-management. |
| 8 | Right to wage | CEO | Continuation of the same Conversation | Sir, we can have the same production level and have better quality if we can pay our workers what they deserve. Apart from their pay, we can give them extra time payment in the form of hourly wages. We can also add some performance-based bonuses through which we will not only achieve our current targets but also achieve more than that. The reward will make our workers more eager to earn and they will happily do more work. | Ok, Sarah, that is also a good idea I will discuss it with the finance department about the structure of the payment and wages. We will discuss whether we should provide these bonuses on the basis of weeks or hours. We will assure the workers from now on that even if they are working extra hours they will get what they deserve for it. | Assuring the importance of basic human rights to work. |
| 9 | Progressing business through proper channel | CEO | Continuing same conversation | Thank you, sir. I think a business can only prosper when their management thinks about increasing the revenue within the defined country's law frame of work. When they don't have to worry about legal issues that can harm their business, and the focus is rather on keeping an eye on competitors and finding ways to surpass them | You are welcome, Sarah. I think with managers like you that value their workers and customers while also keeping an eye on competitors we are destined to surpass them. | Keeping the Law above everything |
| 10 | Completing the efforts of your superiors and workers | Plant Manager | Informal chat | Alex, Thank you for this meeting wouldn't have been possible without your help. If I hadn't discussed it with you the workers would have continued to be deprived of theirF basic rights. They would have been working on the same pay even after working extra hours. Alex, Thanks to you I have done something for which my workers and I would be feeling proud. | No, Sarah, I should Thank you for pointing out this issue we were all aware of it but we were too materialistic to think more about the revenue than the workers. Though this act was more harming to our company than it was benefiting us. This couldn’t have been possible without you | Self-satisfaction |